
Unit 4: Functional Areas and Positions

Unit Objectives

At the end of this unit, the students should be able to:

- Describe the functions of organizational positions within the Incident Command System (ICS).
 - Identify the ICS tools needed to manage an incident.
 - Demonstrate the use of an ICS Form 201, Incident Briefing.
-

Scope

- Unit Introduction
 - Unit Objectives
 - ICS Organizational Components
 - Command Staff
 - Incident Commander
 - Deputy Incident Commander
 - Additional Command Staff
 - Public Information Officer
 - Safety Officer
 - Liaison Officer
 - Agency Representatives
 - Assisting Agency
 - Cooperating Agency
 - Assistants
 - Expanding Incidents
 - General Staff
 - Operations Section
 - Staging Areas
 - Division and Groups
 - Branches
 - Planning Section
 - Information and Intelligence
 - Logistics Section
 - Finance/Administration Section
 - ICS Tools
 - Activity: Using ICS Form 201, Incident Briefing
 - Summary
-

Methodology

This unit uses a combination of instructor presentations and discussion questions. The content begins with a review of the ICS organizational function and positions including the Command and General Staffs. The next area covers the tools used in managing incidents. The final activity allows the students to apply what they have learned in this unit.

Time Plan

A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

Topic	Time
Unit Introduction Unit Objectives ICS Organizational Components	5 minutes
Command Staff	20 minutes
General Staff	20 minutes
ICS Tools	10 minutes
Activity: Using ICS Form 201, Incident Briefing	60 minutes
Summary	5 minutes
Total	2 hours



Visual 4.1

Unit 4: Functional Areas and Positions



Visual Description: Unit Introduction

Instructor Notes

Explain that this unit presents information that is similar to materials covered in the ICS-100 course. Note that the discussion of the positions will be more detailed than the coverage in the ICS-100 course.

Topic

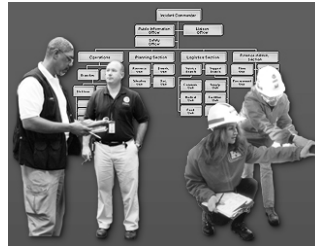
Unit Objectives



Visual 4.2

Unit Objectives

- Describe the functions of organizational positions within the Incident Command System (ICS).
- Identify the ICS tools needed to manage an incident.
- Demonstrate the use of an ICS Form 201, Incident Briefing.

Unit 4:
Functional Areas and Positions

Visual 4.2

Visual Description: Unit Objectives

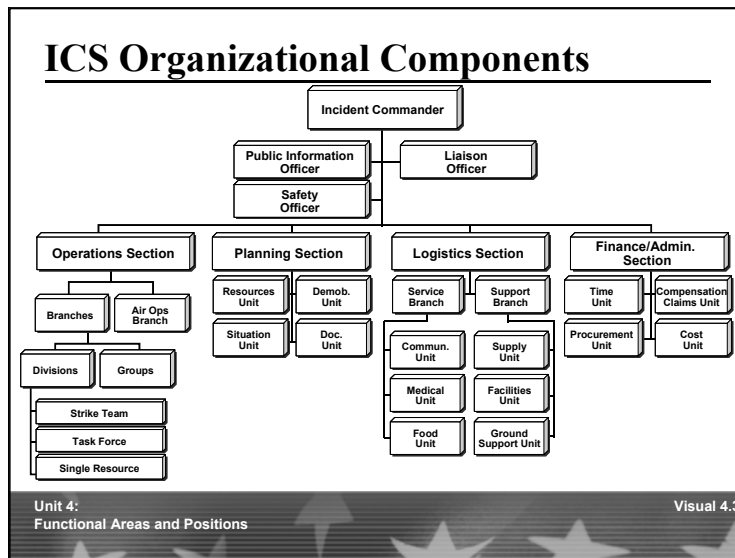
Instructor Notes

Review the unit objectives with the class. Tell the participants that by the end of this unit, they should be able to:

- Describe the functions of organizational positions within the Incident Command System (ICS).
- Identify the ICS tools needed to manage an incident.
- Demonstrate the use of an ICS Form 201, Incident Briefing.



Visual 4.3



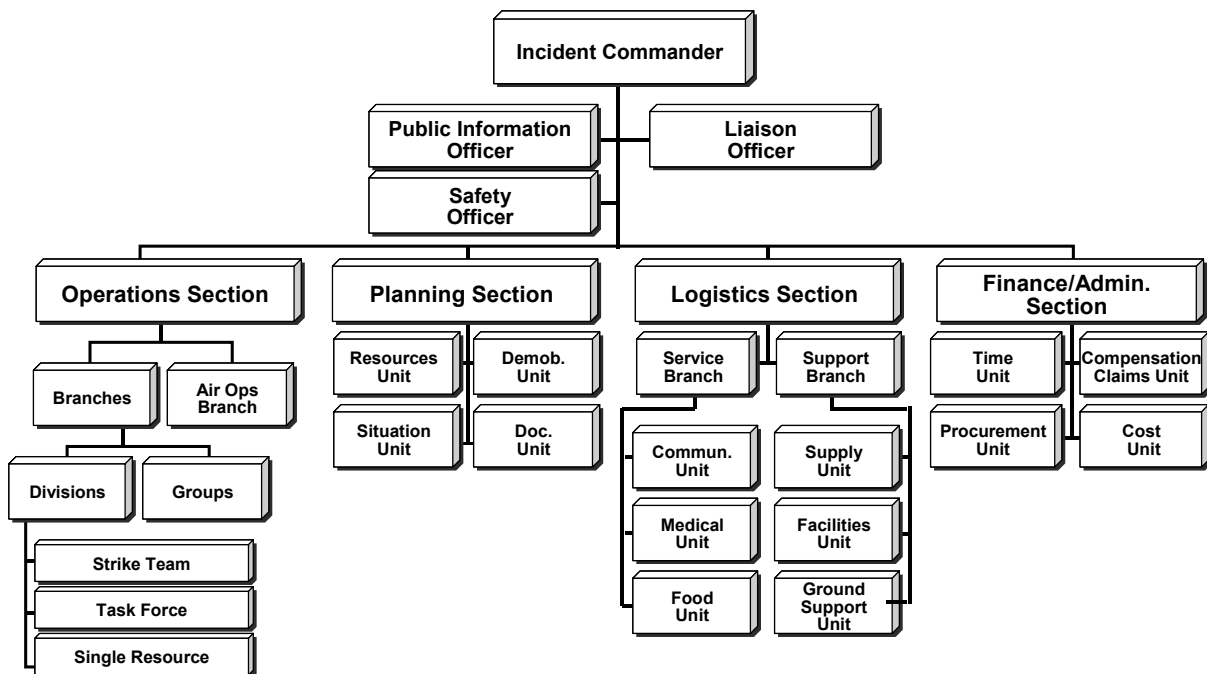
Visual Description: ICS Organizational Components

Instructor Notes

Point to the organizational chart on the visual. Note that the terms used on this chart were reviewed in Unit 2. Note that this unit will take a closer look at ICS functions and positions.

Instructor Note: The purpose of this visual is to show the entire organizational structure. There is no need to cover each organizational component at this point in the unit. The remainder of the unit walks the class through each component.

ICS Organizational Components



Caption: ICS organization chart including the following Command Staff: Incident Commander, Public Information Officer, Safety Officer, and Liaison Officer. General Staff includes the Operations, Planning, Logistics, and Finance/Admin. Sections.

Within the Operations Section there are two Branches. Subordinate to the Branches are Divisions and Groups. Under the Division there is a Strike Team, Task Force, and Single Resource.

Within the Planning Section the following Units are shown: Resources, Situation, Demobilization, and Documentation.

Within the Logistics Section two Branches are shown: the Service Branch with Communications, Medical, and Food Units, and the Support Branch with Supply, Facilities, and Ground Support Units.

Within the Finance/Admin, Section the following Units are shown: Time, Procurement, Compensation/Claims, and Cost.



Visual 4.4

Incident Commander (1 of 2)

Upon arriving at an incident the higher ranking person will either assume command, maintain command as is, or reassign command to a third party.



In some situations or agencies, a lower ranking but more qualified person may be designated as the Incident Commander.

Unit 4:
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Visual 4.4

Visual Description: Incident Commander (1 of 2)

Instructor Notes

Present the following key points:

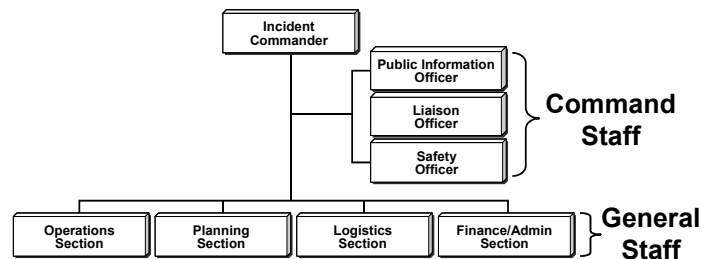
- The Command Staff is responsible for overall management of the incident.
- Upon arriving at an incident the higher ranking person will either assume command, maintain command as is, or reassign command to a third party. **In some situations or agencies, a lower ranking but more qualified person may be designated as the Incident Commander.**
- The Incident Commander has overall incident management responsibility by the appropriate jurisdictional authority. The designated Incident Commander will develop the incident objectives on which subsequent incident action planning will be based. The Incident Commander will approve the Incident Action Plan (IAP) and all requests pertaining to the ordering and releasing of incident resources.



Visual 4.5

Incident Commander (2 of 2)

The Incident Commander performs all major ICS command and staff responsibilities unless these functions are activated.



Unit 4:
Functional Areas and Positions

Visual 4.5

Visual Description: Incident Commander (2 of 2)

Instructor Notes

Explain that the Incident Commander:

- Will perform the major ICS organizational functions of operations, logistics, planning, and finance/administration until determining that the authority for one or more of these functions should be delegated.
- Will also perform the Command Staff functions of Safety, Liaison, and Public Information until determining that one or more of these functions should be delegated.



Visual 4.6

Deputy Incident Commander

A Deputy Incident Commander may be designated to:

- Perform specific tasks as requested by the Incident Commander.
- Perform the incident command function in a relief capacity.
- Represent an assisting agency that shares jurisdiction.



Unit 4:
Functional Areas and Positions

Visual 4.6

Visual Description: Deputy Incident Commander

Instructor Notes

Present the following key points:

- The Incident Commander may have one or more deputies.
- Deputies may be assigned at the Incident Command, Section, or Branch levels.
- The only ICS requirement regarding the use of a deputy is that the deputy must be fully qualified to assume the position.

Explain that the three primary reasons to designate a Deputy Incident Commander are to:

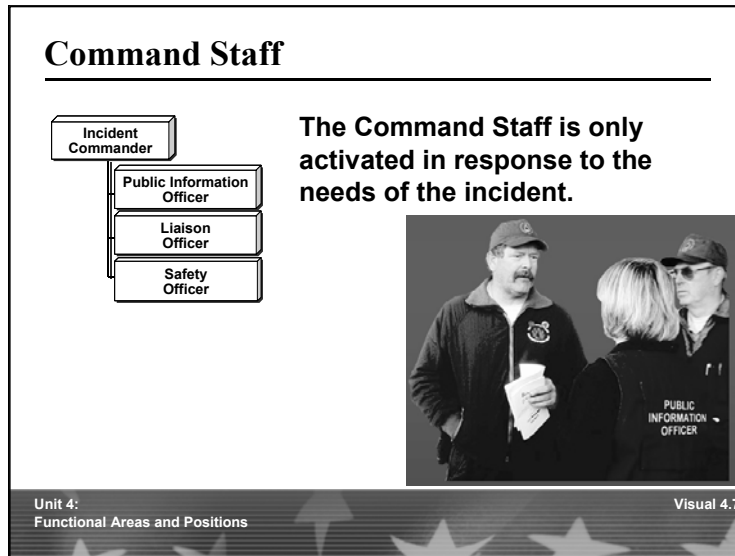
- Perform specific tasks as requested by the Incident Commander.
- Perform the incident command function in a relief capacity (e.g., to take over the next operational period). In this case the deputy will assume the primary role.
- Represent an assisting agency that may share jurisdiction or have jurisdiction in the future.

Topic

Command Staff



Visual 4.7



Visual Description: Command Staff

Instructor Notes

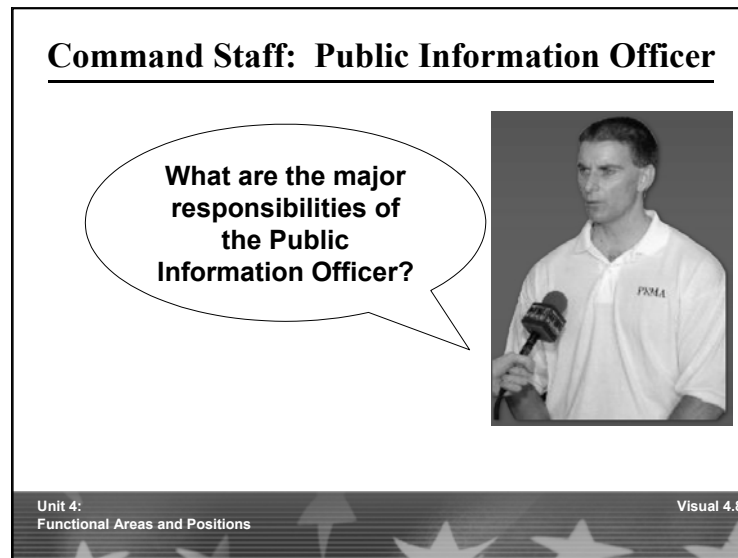
Point out that the following additional Command Staff positions can be added if needed:

- Public Information Officer
- Safety Officer
- Liaison Officer

Tell the participants that the next visuals review the roles of these three positions.



Visual 4.8



Visual Description: What are the major responsibilities of the Public Information Officer?

Instructor Notes

Ask the participants: **What are the major responsibilities of the Public Information Officer?**

Ask for volunteers to answer the question. If not mentioned by the participants, add the following:

- The Public Information Officer is responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements.
- The Public Information Officer develops accurate and complete briefings and releases on the incident's cause, size, and current situation; resources committed; and other matters of general interest for both internal and external consumption.
- The Public Information Officer may also perform a key public information-monitoring role.
- Whether the command structure is single or unified, only one incident Public Information Officer should be designated. Assistants may be assigned from other agencies or departments involved. The Incident Commander must approve the release of all incident-related information.



Visual 4.9

Command Staff: Safety Officer



What are some examples of types of incidents where you might activate a Safety Officer?

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Visual 4.9

Visual Description: What are some examples of types of incidents where you might activate a Safety Officer?

Instructor Notes

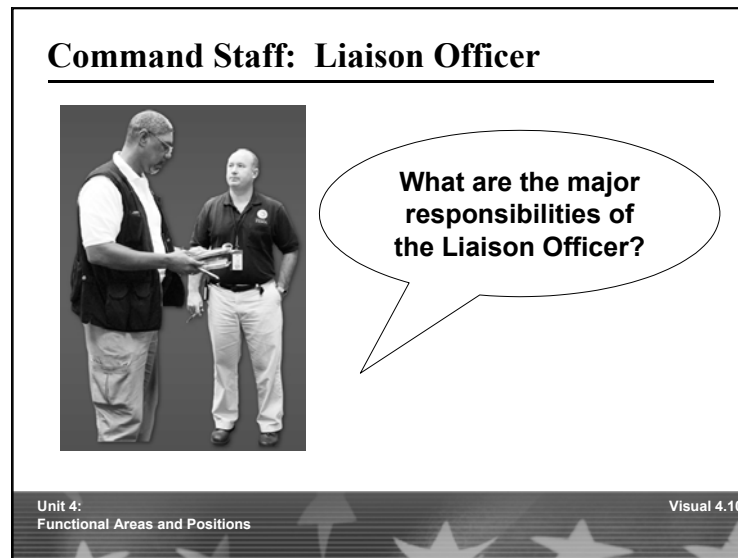
Summarize the following Safety Officer responsibilities:

- The Safety Officer monitors incident operations and advises the Incident Commander on all matters relating to operational safety, including the health and safety of emergency responder personnel.
- Although the ultimate responsibility for safety rests with the Incident Commander and supervisors, the Safety Officer is responsible for establishing systems and procedures to ensure emergency responder safety, as well as the general safety of incident operations.
- The Safety Officer has emergency authority to stop and/or prevent unsafe acts during incident operations.
- The Safety Officer, Operations Section Chief, and Planning Section Chief must coordinate closely regarding operational safety and emergency responder health and safety issues.
- The Safety Officer must also ensure the coordination of safety management functions and issues across jurisdictions, across functional agencies, and with private-sector and nongovernmental organizations.

Next, ask the participants: **What are some examples of types of incidents where you might activate a Safety Officer?** Facilitate a discussion about when a Safety Officer should be assigned. Add any examples from your past experience. Make sure to mention that HazMat incidents are required to have a Safety Officer.



Visual 4.10



Visual Description: What are the major responsibilities of the Liaison Officer?

Instructor Notes

Ask the participants: **What are the major responsibilities of the Liaison Officer?**

Ask for volunteers to answer the question. If not mentioned by the participants, add the following:

- The Liaison Officer is the point of contact for representatives of other governmental agencies, nongovernmental organizations, and/or private entities.
- Representatives from assisting or cooperating agencies and organizations coordinate through the Liaison Officer. Agency and/or organizational representatives assigned to an incident must have the authority to speak for their parent agencies and/or organizations on all matters, following appropriate consultations with their agency leadership.
- Assistants and personnel from other agencies or organizations (public or private) involved in incident management activities may be assigned to the Liaison Officer to facilitate coordination.



Visual 4.11

Agency Representative

An individual assigned to an incident from an assisting or cooperating agency who has been delegated authority to make decisions on matters affecting that agency's participation at the incident.



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Visual 4.11

Visual Description: Agency Representative

Instructor Notes

Explain that an **agency representative** is an individual assigned to an incident from an assisting or cooperating agency who has been **delegated authority to make decisions** on matters affecting that agency's participation at the incident.



Visual 4.12

Assisting Agency

An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management.



Unit 4:
Functional Areas and Positions

Visual 4.12

Visual Description: Assisting Agency

Instructor Notes

Explain that an agency or jurisdiction will often send resources to assist at an incident. In ICS these are called **assisting agencies**.

Tell the participants that an **assisting agency** is defined as: An agency or organization providing personnel, services, or other resources to the agency with **direct responsibility for incident management**.

Ask participants for examples of assisting agencies they typically work with.



Visual 4.13

Cooperating Agency

An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.



Unit 4:
Functional Areas and Positions

Visual 4.13

Visual Description: Cooperating Agency

Instructor Notes

Explain that a **cooperating agency** is defined as: An agency **supplying assistance other than direct operational or support functions** or resources to the incident management effort.

Make sure that the class understands the difference between assisting and cooperating agencies. Point out that an assisting agency has **direct responsibility** for incident response, whereas a cooperating agency is simply **offering assistance**.

Provide an actual example to illustrate the role of an assisting versus a cooperating agency.



Visual 4.14

Assistants

- Are subordinates of principal Command Staff positions.
- Must have technical capability, qualifications, and responsibility subordinate to the primary position.
- May also be assigned to Unit Leaders.



Unit 4:
Functional Areas and Positions

Visual 4.14

Visual Description: Assistants

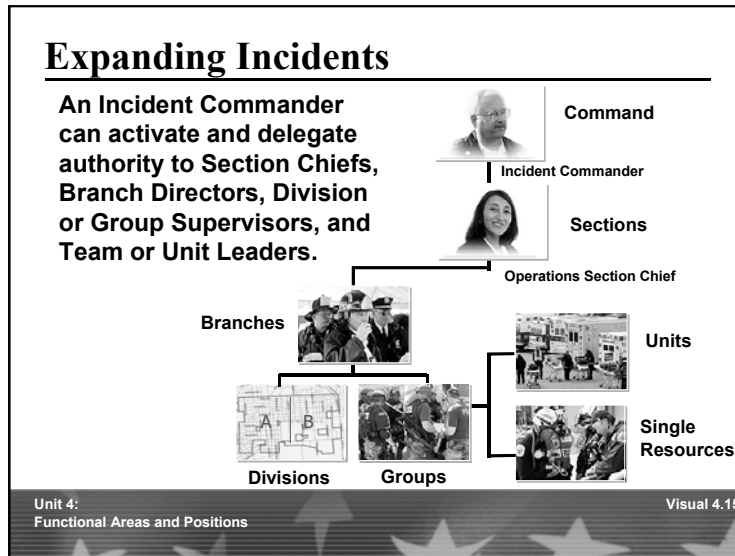
Instructor Notes

Present the following key points:

- In a large or complex incident, Command Staff members may need one or more assistants to help manage their workloads. Each Command Staff member is responsible for organizing his or her assistants for maximum efficiency.
- As the title indicates, assistants should have a level of technical capability, qualifications, and responsibility subordinate to the primary positions.
- Assistants may also be assigned to Unit Leaders (e.g., at camps to supervise unit activities).



Visual 4.15



Visual Description: Expanding Incidents

Instructor Notes

Tell the participants that even though all of the types of positional functions illustrated on the visual are available to the Incident Commander, they are only activated in response to the needs of the incident.

Make the following points:

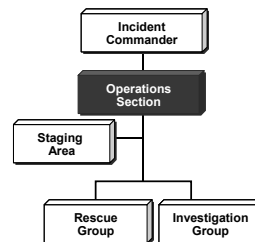
- A very small incident may involve only the Incident Commander and a small amount of resources.
- An incident may start small and then expand. As the incident grows in scope and the number of resources needed increases, there may be a need to activate Teams, Divisions, Groups, Branches, or Sections to maintain an appropriate span of control.
- In an expanding incident, the Incident Commander can activate positions and delegate authority to Section Chiefs, Branch Directors, Division or Group Supervisors, or Team or Unit Leaders to accomplish tasks and oversee tactical operations.
- The ability to delegate the supervision of resources not only frees up the Incident Commander to perform critical decisionmaking and evaluation duties, but also clearly defines the lines of communication to everyone involved in the incident.



Visual 4.16

Operations Section

- Directs and coordinates all incident tactical operations.
- Is typically one of the first organizations to be assigned to the incident.
- Expands from the bottom up.
- Has the most incident resources.
- May have Staging Areas and special organizations.



Unit 4:
Functional Areas and Positions

Visual 4.16

Visual Description: Operations Section

Instructor Notes

Explain that the Operations Section is responsible for all activities focused on reducing the immediate hazard, saving lives and property, establishing situational control, and restoring normal operations.

Point out that the Operations Section:

- Directs and coordinates all incident tactical operations.
- Is typically one of the first organizations to be assigned to the incident.
- Expands from the bottom up.
- Has the most incident resources.
- May have Staging Areas and special organizations.

Tell the participants that the Operations Section Chief:

- Is responsible to the Incident Commander for the direct management of all incident-related operational activities.
- Will establish tactical objectives for each operational period, with other Section Chiefs and Unit Leaders establishing their own supporting objectives.
- May have one or more deputies assigned, with the assignment of deputies from other agencies encouraged in the case of multijurisdictional incidents.

Note that an Operations Section Chief should be designated for each operational period and should have direct involvement in the preparation of the Incident Action Plan for the corresponding period of responsibility.



Visual 4.17

Operations Section: Staging Areas



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Functional Areas and Positions

Visual 4.17

Visual Description: Staging Areas

Instructor Notes

Use this visual to transition into a discussion of Staging Areas.

Ask the participants what they consider when selecting the location for a Staging Area.



Visual 4.18

Staging Areas: Available Resources

Set up at the incident where resources can wait for a tactical assignment.

- All resources in the Staging Area are available and ready for assignment.
- Out-of-service resources are NOT located at the Staging Area.



Unit 4:
Functional Areas and Positions

Visual 4.18

Visual Description: Staging Areas: Available Resources

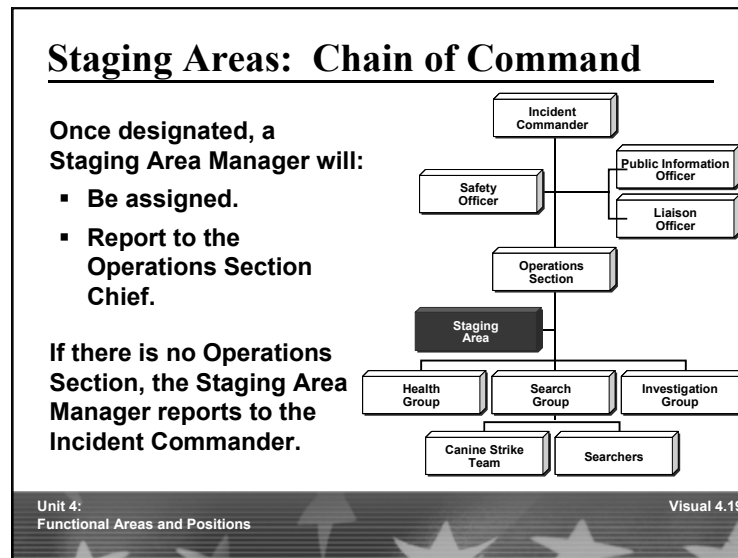
Instructor Notes

Build on the discussion from the previous visual and make sure that the following key points have been covered:

- Staging Areas are set up at an incident where resources are awaiting a tactical assignment.
- All resources in the Staging Area are available and should be ready for assignment.
- Staging Areas should not be used to locate out-of-service resources or for logistics functions. Staging Areas may be relocated as necessary.



Visual 4.19



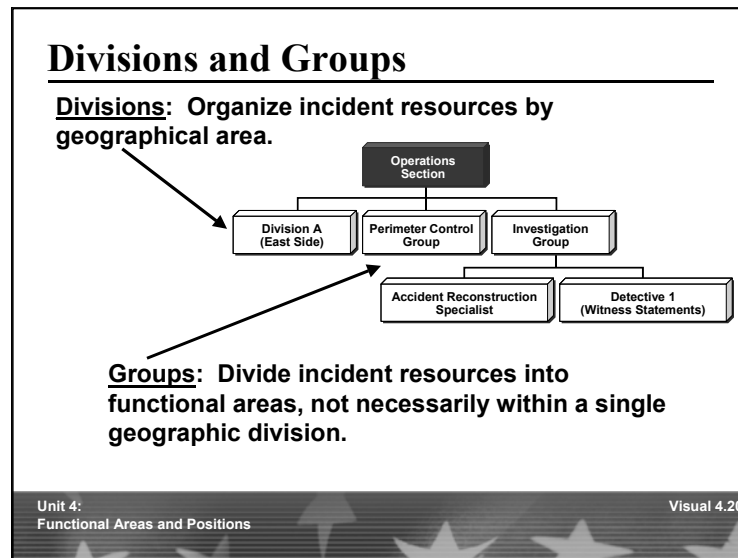
Visual Description: Staging Areas: Chain of Command

Instructor Notes

Explain that after a Staging Area has been designated and named, a Staging Area Manager will be assigned. The Staging Area Manager will report to the Operations Section Chief, or to the Incident Commander if an Operations Section Chief has not been designated.



Visual 4.20



Visual Description: Divisions and Groups

Instructor Notes

Note that a large version of the organizational chart appears on the next page.

Present the following key points.

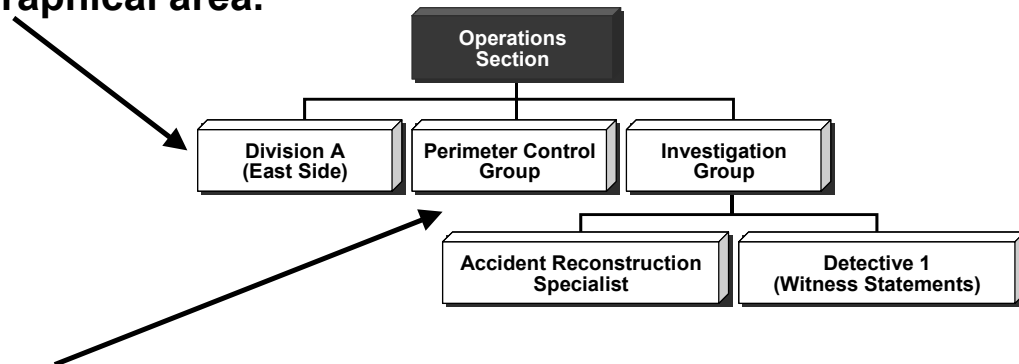
- Divisions and Groups are established when the number of resources exceeds the manageable span of control of the Incident Commander and the Operations Section Chief.
- **Divisions are established to divide an incident into physical or geographical areas of operation.** Initially, establishing Divisions may be done for purposes of "defining the incident."

For example, if there was a fire or chemical release on two floors of a building, then Division 1 might be the first floor and Division 2 the second floor. The Incident Commander or Operations Section Chief might designate these as Divisions.

- **Groups are established to divide the incident into functional areas of operation.** Examples of Groups include medical groups, search and rescue groups, perimeter security groups, maritime salvage groups, etc. Like Divisions, Groups are managed by Supervisors. There are no Group deputy positions.

Divisions and Groups

Divisions: Organize incident resources by geographical area.



Groups: Divide incident resources into functional areas, not necessarily within a single geographic division.

Caption: ICS organization with the following text:

- Divisions: Organize incident resources by geographical area.
- Groups: Divide incident resources into functional areas, not necessarily within a single geographic division.



Visual 4.21

Divisions and Groups

Divisions and Groups may be assigned across geographical areas when a functional activity crosses divisional lines.



Unit 4:
Functional Areas and Positions

Visual 4.21

Visual Description: Divisions and Groups

Instructor Notes

Present the following key points:

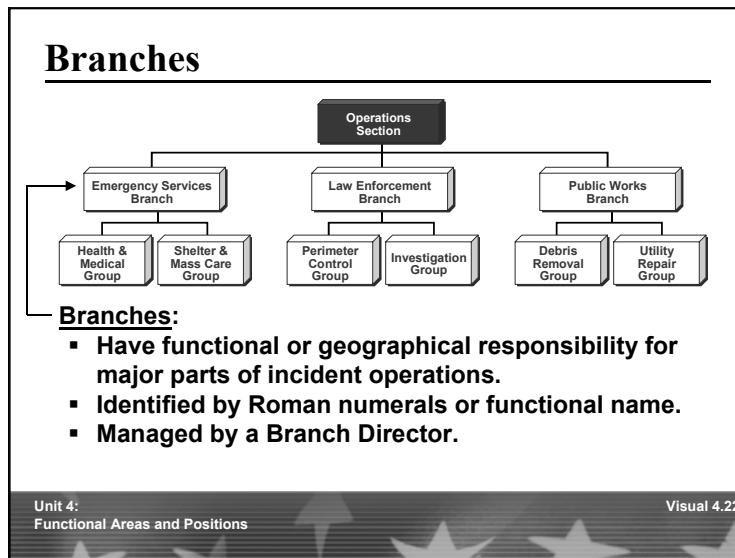
- Divisions and Groups may be assigned across geographical areas when a functional activity crosses divisional lines.

For example, a specialized Canine Search Group would be used wherever required and moved as needed in an earthquake incident.

- In any organization in which combined Divisions and Groups are used, it is important that the Supervisors establish and maintain close communications and coordination. Each will have equal authority; neither Supervisor will be subordinate to the other.



Visual 4.22



Visual Description: Branches

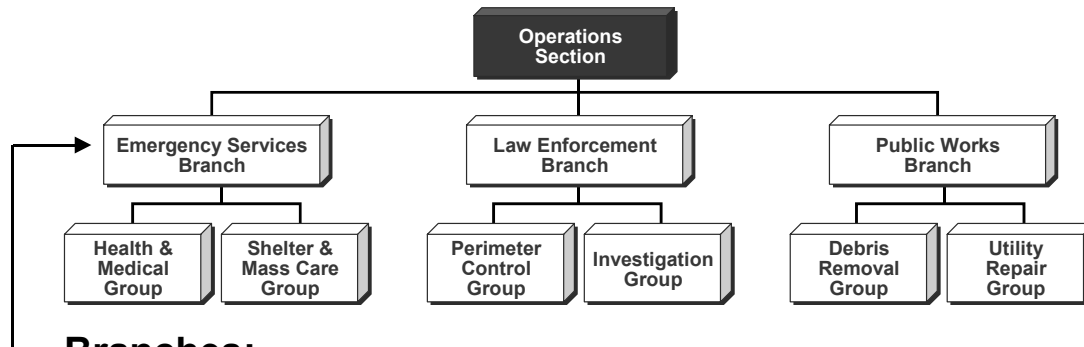
Instructor Notes

Note that a large version of the organizational chart appears on the next page.

Present the following key points.

- **Branches may be used to serve several purposes, and may be functional or geographic in nature.**
- In general, Branches are established when the number of Divisions or Groups exceeds the recommended span of control of one supervisor to three to seven subordinates for the Operations Section Chief.
- Branches are identified by Roman numerals or functional name.
- Branches will be managed by a Branch Director. Branch Directors may have deputy positions as required. In multiagency incidents, the use of Deputy Branch Directors from assisting agencies can be of great benefit to ensure and enhance interagency coordination.

Branches

**Branches:**

- Have functional or geographical responsibility for major parts of incident operations.
- Identified by Roman numerals or functional name.
- Managed by a Branch Director.

Caption: Operations Section with three Branches: Emergency Services Branch, Law Enforcement Branch, and Public Works Branch.

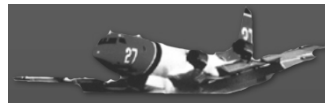


Visual 4.23

Air Operations Branch

The Air Operations Branch:

- Is activated to coordinate the use of aviation resources.
- Is managed by the Air Operations Branch Director, who reports to the Operations Section Chief.
- May include the following functional groups:
 - Air Support Group
 - Air Tactical Group



Unit 4:
Functional Areas and Positions

Visual 4.23

Visual Description: Air Operations Branch

Instructor Notes

Present the following key points:

- Some incidents may require the use of aviation resources to provide tactical or logistical support. On smaller incidents, aviation resources will be limited in number and will report directly to the Incident Commander or to the Operations Section Chief.
- On larger incidents, it may be desirable to activate a separate Air Operations organization to coordinate the use of aviation resources. The Air Operations organization will then be established at the Branch level, reporting directly to the Operations Section Chief.
- The Air Operations Branch Director can establish two functional groups. The Air Tactical Group coordinates all airborne activity. The Air Support Group provides all incident ground-based support to aviation resources.



Visual 4.24

Planning Section

- Maintains resource status.
- Maintains and displays situation status.
- Prepares the Incident Action Plan.
- Develops alternative strategies.
- Provides documentation services.
- Prepares the Demobilization Plan.
- Provides a primary location for technical specialists assigned to an incident.



Unit 4:
Functional Areas and Positions

Visual 4.24

Visual Description: Planning Section

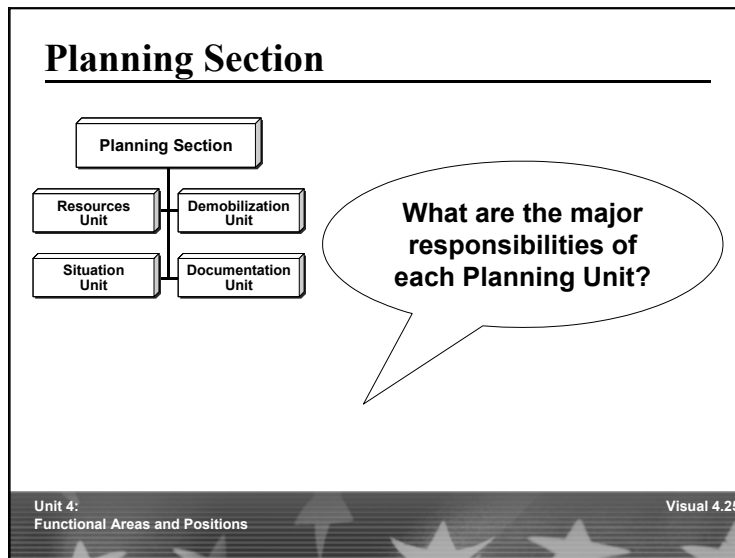
Instructor Notes

Present the following key points:

- The Planning Section will have responsibility for:
 - Maintaining resource status.
 - Maintaining and displaying situation status.
 - Preparing the Incident Action Plan (IAP).
 - Developing alternative strategies
 - Providing documentation services.
 - Preparing the Demobilization Plan.
 - Providing a primary location for technical specialists assigned to an incident.
- The Planning Section is typically responsible for gathering and disseminating information and intelligence critical to the incident, unless the Incident Commander places this function elsewhere.
- One of the most important functions of the Planning Section is to look beyond the current and next operational period and anticipate potential problems or events.
- The Planning Section, if established, will have a Planning Section Chief. The Planning Section Chief may have a deputy.
- Technical specialists are advisors with special skills required at the incident. Technical specialists will initially report to the Planning Section, work within that Section, or be reassigned to another part of the organization. Technical specialists can be in any discipline required (e.g., aviation, environment, hazardous materials, training, human resources, etc.).



Visual 4.25



Visual Description: Planning Section with Units and Question: What are the major responsibilities of each Planning Unit?

Instructor Notes

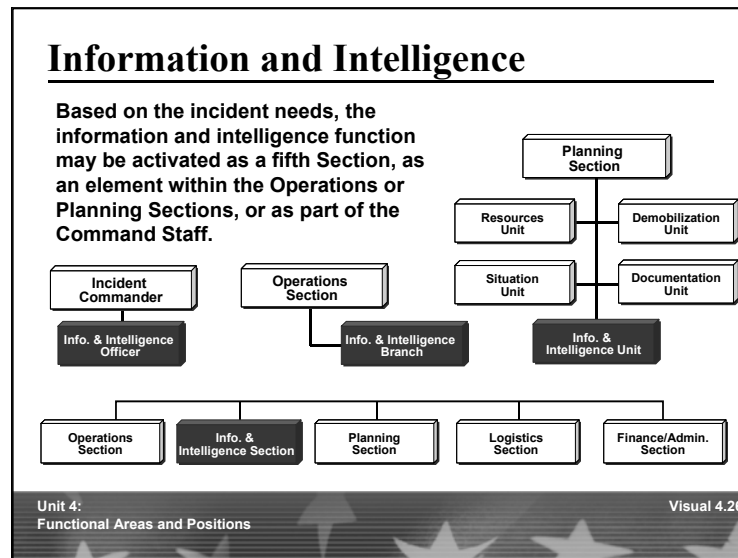
Ask the participants: **What are the major responsibilities of each Planning Unit?**

Ask for volunteers to answer the question. If not mentioned by the participants, add the following:

- **Resources Unit:** Responsible for all check-in activity and for maintaining the status on all personnel and equipment resources assigned to the incident.
- **Situation Unit:** Collects and processes information on the current situation, prepares situation displays and situation summaries, and develops maps and projections.
- **Documentation Unit:** Prepares the Incident Action Plan, maintains all incident-related documentation, and provides duplication services.
- **Demobilization Unit:** On large, complex incidents, assists in ensuring that an orderly, safe, and cost-effective movement of personnel is made when they are no longer required at the incident.



Visual 4.26



Visual Description: Information and Intelligence

Instructor Notes

Using the visual, present the following key points: (Note this text is from the NIMS document.)

- The analysis and sharing of information and intelligence are important elements of ICS. In this context, intelligence includes not only national security or other types of classified information but also other operational information, such as risk assessments, medical intelligence (i.e., surveillance), weather information, geospatial data, structural designs, toxic contaminant levels, and utilities and public works data, that may come from a variety of different sources.
- Traditionally, information and intelligence functions are located in the Planning Section. However, in exceptional situations, the Incident Commander may need to assign the information and intelligence functions to other parts of the ICS organization. In any case, information and intelligence must be appropriately analyzed and shared with personnel, designated by the Incident Commander, who have proper clearance and a "need-to-know" to ensure that they support decisionmaking.

(Continued on next page.)

- The information and intelligence function may be organized in one of the following ways:
 - **Within the Command Staff.** This option may be most appropriate in incidents with little need for tactical or classified intelligence and in which incident-related intelligence is provided by supporting agency representatives, through real-time reach-back capabilities.
 - **As a Unit Within the Planning Section.** This option may be most appropriate in an incident with some need for tactical intelligence and when no law enforcement entity is a member of the Unified Command.
 - **As a Branch Within the Operations Section.** This option may be most appropriate in incidents with a high need for tactical intelligence (particularly classified intelligence) and when law enforcement is a member of the Unified Command.
 - **As a Separate General Staff Section.** This option may be most appropriate when an incident is heavily influenced by intelligence factors or when there is a need to manage and/or analyze a large volume of classified or highly sensitive intelligence or information. This option is particularly relevant to a terrorism incident, for which intelligence plays a crucial role throughout the incident life cycle.
- Regardless of how it is organized, the information and intelligence function is also responsible for developing, conducting, and managing information-related security plans and operations as directed by the Incident Action Plan.

These can include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, sensitive law enforcement information, proprietary and personal information, or export-controlled information) is handled in a way that not only safeguards the information but also ensures that it gets to those who need access to it so that they can effectively and safely conduct their missions.

The information and intelligence function also has the responsibility for coordinating information- and operational-security matters with public awareness activities that fall under the responsibility of the Public Information Officer, particularly where such public awareness activities may affect information or operations security.

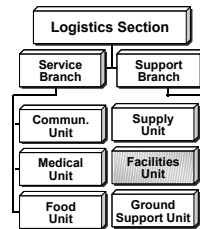


Visual 4.27

Logistics Section

Responsible for:

- **Communications.**
- **Medical support to incident personnel.**
- **Food for incident personnel.**
- **Supplies.**
- **Facilities.**
- **Ground support.**



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Visual 4.27

Visual Description: Logistics Section

Instructor Notes

Explain that the Logistics Section is responsible for all support requirements needed to facilitate effective and efficient incident management, including ordering resources from off-incident locations. Note that logistics service and support to an incident or event are important functions. Early recognition of the need for a separate Logistics function and section can reduce time and money spent on an incident.

Present the following key points:

- The Logistics Section Chief has responsibility for the following six principal activities at an incident:
 - Communications
 - Medical support to incident personnel
 - Food for incident personnel
 - Supplies
 - Facilities
 - Ground support
- It is important to remember that Logistics unit functions, except for the Supply Unit, are geared to supporting personnel and resources directly assigned to the incident.

For example, the Logistics Section Food Unit does not provide feeding for people who have been sent to shelters during a flood. Under ICS, feeding of shelters would be handled as a part of an Operations Section activity. Food supplies would be ordered through the Logistics Section Supply Unit.



Visual 4.28



Visual Description: Service Branch within the Logistics Section

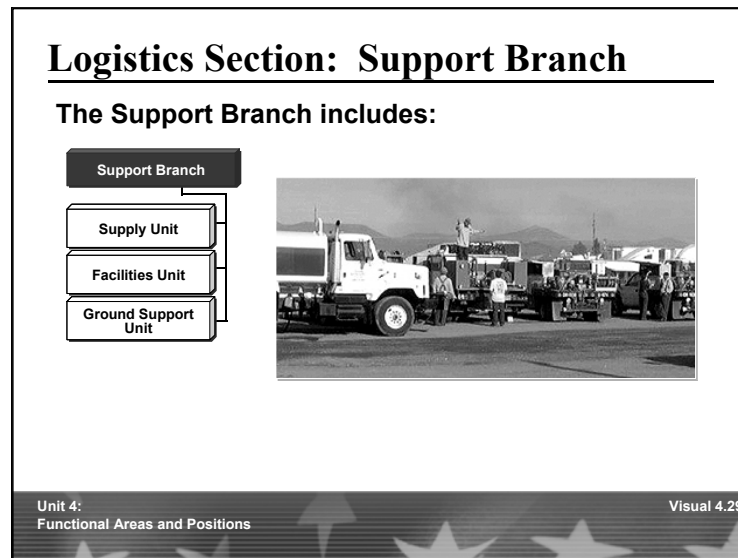
Instructor Notes

Note that the Service Branch within the Logistics Section may include the following units:

- The **Communications Unit** is responsible for developing plans for the effective use of incident communications equipment and facilities; installing and testing of communications equipment; supervision of the Incident Communications Center; distribution of communications equipment to incident personnel; and maintenance and repair of communications equipment.
- The **Medical Unit** is responsible for the development of the Medical Plan, obtaining medical aid and transportation for injured and ill incident personnel, and preparation of reports and records.
- The **Food Unit** is responsible for supplying the food needs for the entire incident, including all remote locations (e.g., Camps, Staging Areas), as well as providing food for personnel unable to leave tactical field assignments.



Visual 4.29



Visual Description: Support Branch within the Logistics Section

Instructor Notes

Note that the Support Branch within the Logistics Section may include the following units:

- The **Supply Unit** is responsible for ordering personnel, equipment, and supplies; receiving and storing all supplies for the incident; maintaining an inventory of supplies; and servicing nonexpendable supplies and equipment.
- The **Facilities Unit** is responsible for the layout and activation of incident facilities (e.g., Base, Camp(s), and Incident Command Post). The Facilities Unit Leader provides sleeping and sanitation facilities for incident personnel and manages Base and Camp operations. Each facility (Base, Camp) is assigned a manager who reports to the Facilities Unit Leader and is responsible for managing the operation of the facility. The basic functions or activities of the Base and Camp Managers are to provide security service and general maintenance.
- The **Ground Support Unit** is responsible for supporting out-of-service resources; transporting personnel, supplies, food, and equipment; fueling, service, maintenance, and repair of vehicles and other ground support equipment; and implementing the Traffic Plan for the incident.



Visual 4.30

Finance/Administration Section

Responsible for:

- Monitoring incident-related costs.
- Administering any necessary procurement contracts.



Unit 4:
Functional Areas and Positions

Visual 4.30

Visual Description: Finance and Administration Section

Instructor Notes

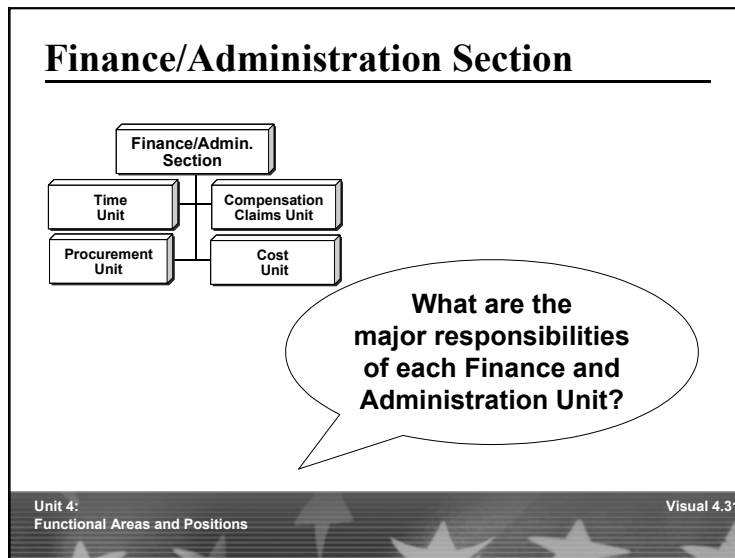
Explain that the Finance/Administration Section is established when the agency(s) involved in incident management activities require(s) finance and other administrative support services.

Point out that not all incidents will require a separate Finance/Administration Section. In cases that require only one specific function (e.g., cost analysis), this service may be provided by a technical specialist in the Planning Section.

Ask the participants to provide examples of the types of incidents where a Finance/Administration Section may be assigned. Present examples from your past experiences.



Visual 4.31



Visual Description: Finance/Administration Section Units and Discussion Question: What are the major responsibilities of each Finance and Administration Unit?

Instructor Notes

Ask the participants: **What are the major responsibilities of each Finance and Administration Unit?**

Ask for volunteers to answer the question. If not mentioned by the participants, add the following:

- The **Time Unit** is responsible for equipment and personnel time recording.
- The **Procurement Unit** is responsible for administering all financial matters pertaining to vendor contracts, leases, and fiscal agreements.
- The **Compensation/Claims Unit** is responsible for financial concerns resulting from property damage, injuries, or fatalities at the incident.
- The **Cost Unit** is responsible for tracking costs, analyzing cost data, making cost estimates, and recommending cost-saving measures.

Topic

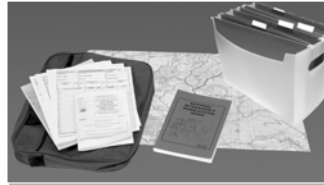
ICS Tools



Visual 4.32

ICS Tools

- ICS Forms
- Position Description and Responsibilities Document
- Emergency Operations Plan
- Agency Policies and Procedures Manual
- Maps



Unit 4:
Functional Areas and Positions

Visual 4.32

Visual Description: ICS Tools

Instructor Notes

Explain that the ICS tools used to manage an incident include:

- ICS forms.
- Position description and responsibilities.
- Emergency Operations Plan.
- Agency policies and procedures manual.
- Maps.



Visual 4.33

ICS Forms

- **Purpose** – What function does the form perform?
- **Preparation** – Who is responsible for preparing the form?
- **Distribution** – Who needs to receive this information?

Unit 4:
Functional Areas and Positions

Visual 4.33

Visual Description: ICS Forms

Instructor Notes

Refer the participants to the sample ICS forms in the toolkit. For each ICS form, make sure that you know the following points:

- **Purpose** – What function does the form perform?
- **Preparation** – Who is responsible for preparing the form?
- **Distribution** – Who needs to receive this information?



Visual 4.34

ICS Form 201, Incident Briefing

INCIDENT BRIEFING	INCIDENT NAME	INCIDENT NUMBER	INCIDENT TYPE
<div style="display: flex; justify-content: space-between;"><div style="width: 60%;"><ul style="list-style-type: none">▪ Incident situation (map, significant events)▪ Incident objectives▪ Summary of current actions▪ Status of resources assigned or ordered</div><div style="width: 35%; border: 1px solid black; padding: 5px; text-align: center;">Refer to your Student Manuals for a completed example.</div></div>			

Unit 4: Functional Areas and Positions Visual 4.34

Visual Description: ICS Form 201, Incident Briefing

Instructor Notes

Present the following key points:

- The Incident Briefing is an eight-part form that provides an Incident Command/Unified Command with basic information that can be used to brief incoming resources, an incoming Incident Commander or team, or an immediate supervisor.
- The basic information includes the:
 - Incident situation (map and significant events).
 - Incident objectives.
 - Summary of current actions.
 - Status of resources assigned to or ordered for the incident or event.
- Occasionally, the ICS Form 201 serves as the initial Incident Action Plan (IAP) for the first shift change and will remain in force and continue to develop until the response ends, or until a Planning Section has been established and generates, at the direction of the Incident Commander, an IAP. The ICS Form 201 is also suitable for briefing assigned and newly arriving Command and General Staff members.

Sample ICS Form 201

INCIDENT BRIEFING	1. Incident Name	2. Date	3. Time
	GPD HOSTAGE	5/15/06	1500
4. Map Sketch			

Items 1 through 3 Identification Information

Item 4 Map Sketch

Hand-drawn map sketch showing a street grid. Streets include Silver City Dr, Greenleaf St, Mesquite St, Driftwood Rd, W Emerald St, W Executive Drive, Rainbow Dr, N Five Mile Rd, and W Silver City St. A Fire Station ICP/Staging area is marked. Several numbered points are indicated: OP1, OP2, OP3, OP4, OP5, IP1, IP2, IP3, and IP4.

Hand-drawn floor plan sketch of a house. Rooms labeled include: Kitchen, Dining, Bath 1, Bedroom 1, Great Room, Hall, Utilities, Storage, Double Garage, Bath 2, Bedroom 3, Bedroom 2, and Closet. The plan also shows a Ranch area and a Double Garage.

Sample ICS Form 201

5. Current Organization	
<div style="border: 1px solid black; padding: 5px; margin: 0 auto; width: 60%;"> Incident Commander <i>Cpt. Jerry Johnson</i> </div>	
<div style="border: 1px solid black; padding: 5px; margin: 0 auto; width: 40%;"> PIO <i>Lt. Dave Hanson</i> </div>	<div style="border: 1px solid black; padding: 5px; margin: 0 auto; width: 40%;"> Safety Officer <i>Lt. Tony Silva</i> </div>
<div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="border: 1px solid black; padding: 5px; width: 45%;"> Operations Section Chief <i>Lt. Craig Walker</i> </div> <div style="border: 1px solid black; padding: 5px; width: 45%;"> Planning Section Chief <i>Sgt. Mike Ferrar</i> </div> </div>	
<div style="display: flex; justify-content: space-between;"> <div style="width: 30%;"> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> Staging Area Manager <i>Wilkins</i> </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> ALS Ambulance #5 </div> </div> <div style="width: 70%;"> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div style="width: 30%;"> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> Outer Perimeter Div. A <i>Officer Sandy Smith</i> </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> <i>Officer Helger</i> </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> <i>Officer Cargill</i> </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> <i>Officer DeFrance</i> </div> <div style="border: 1px solid black; padding: 5px;"> <i>Officer Mason</i> </div> </div> <div style="width: 30%;"> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> Hostage Negotiation Group <i>Sgt. Allen Franklin</i> </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> <i>Officer Candalera</i> </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> <i>Officer Parker</i> </div> <div style="border: 1px solid black; padding: 5px;"> <i>Officer Vincennes</i> </div> </div> <div style="width: 30%;"> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> SWAT Group <i>Sgt. Nelson</i> </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> <i>Entry Team</i> <i>Lt. Silva</i> </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> <i>Arrest Strike Team</i> <i>Sgt. Formosa</i> </div> <div style="border: 1px solid black; padding: 5px;"> <i>Inner Perimeter Strike Team</i> <i>Sgt. Williams</i> </div> </div> </div> </div> </div>	

Page 2 of 3	Prepared by (name/position) <i>Sgt. Mike Ferrar, Planning SC</i>
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Sample ICS Form 201

Item 6
Resources On-Scene
and Ordered

6. Resources Summary

Resources Ordered	Resource Identification	ETA	On Scene	Location/Assignment
Incident Commander	Cpt. Johnson GPD		X	ICP-Fire Station 10895 W Emerald
Public Info Officer	Lt. Dave Hanson		X	ICP
Safety Officer	Lt. Silva GPD		X	ICP-
Operations SC	Lt. Craig Walker GPD		X	ICP-
SWAT	GPD SWAT – Sgt. Nelson		X	SWAT Staging- Fire Station 10895 W Emerald
Hostage Negotiation Group	Negotiation Group – Franklin		X	ICP
ALS Ambulance	ALS #5		X	Staging Fire Station 10895 W Emerald
Staging Area Manager	Lt. Ralph Wilkins GPD		X	Staging
Planning SC	Lt. Mike Ferrar GPD		X	ICP
Division Supervisor	Officer Smith GPD		X	Division A Supervisor OP1
Officer	Officer Helger GPD		X	Division A OP2
Officer	Officer DeFrance GPD		X	Division A OP3
Officer	Officer Cargill GPD		X	Division A OP4
Officer	Officer Mason GPD		X	Division A OP5

7. Summary of Current Actions

Status: Houses inside the outer perimeter have been evacuated, and neighbors interviewed. Outer perimeter secured. Inner perimeter sniper/observers stationed (residents have signed agreements allowing SWAT to use houses as observation platforms). SWAT Group developing tactical plan. Ambulance and paramedics in staging. Dispatch updated. Lifeflight placed on standby. Negotiation Group is interviewing a friend of the girlfriend (hostage) and awaiting arrival of subject's parents. Contact has not been established with the subject. Power and gas companies have been notified; representatives are en route.

Initial Objectives:

- 1 Evacuate houses within the outer perimeter.
- 2 Secure outer perimeter from foot and vehicular traffic.
- 3 Secure inner perimeter so that subject is not able to escape armed.
- 4 Open negotiation with subject for release of hostage and peaceful surrender.
- 5 Prepare tactical entry contingency plan.

Subject Profile/Incident History: Ken Williams, 1015 Mesquite Street, (wm, 6'2", 190 lbs. brown/brown DOB 4/27/87) is a high school dropout whose girlfriend, Andrea Hillerman, recently broke up with him. Marsha Anderson (a friend of the girl) has told hostage negotiators that the reason for the breakup was that he was physically abusive to her. Andrea had gone to his parents' house, where he lives with his mother and father, to retrieve some of her belongings. No one else was home. Once inside, he took her hostage. She managed to call 911 on her cell phone and reported that he had "lots of guns and bomb stuff" and was threatening to kill himself and her. The call was broken off, and police have been unable to establish contact with her. Williams has no prior police record.

Item 7
Status, Incident
Objectives, and Current
Actions/History

Topic

ICS Tools



Visual 4.35

Other Commonly Used ICS Forms

- ICS Form 204, Assignment List
- ICS Form 211, Check-in List
- ICS Form 213, General Message
- ICS Form 214, Unit Log

Unit 4:
Functional Areas and Positions

Visual 4.35

Visual Description: Other Commonly Used ICS Forms

Instructor Notes

Below is a list of commonly used ICS forms:

Form Number	Title	Who Completes
Form 204	Assignment List	Section Chief, Staff
Form 211	Check-in List	Staff
Form 213	General Message	Staff
Form 214	Unit Log	Staff

Copies of these forms are available in the ICS Resource Center.



Visual 4.36

Activity: Using ICS Form 201 (1 of 2)**Instructions:**

1. Working as a team, complete the missing elements in the ICS Form 201, Incident Briefing, for the Emerald City Floods incident provided in your Student Manuals.
2. Begin by reading the information contained in Section 7.

Unit 4:
Functional Areas and Positions

Visual 4.36

Visual Description: Activity: Using ICS Form 201 (1 of 2)

Instructor Notes

Present the following instructions to the participants:

1. Working as a team, complete the missing elements in the ICS Form 201, Incident Briefing, for the Emerald City Floods incident provided in your Student Manuals.
2. Begin by reading the information contained in Section 7.

(Continued on the next page.)



Visual 4.37

Activity: Using ICS Form 201 (2 of 2)

Instructions:

3. Next, complete the following sections of the ICS Form 201:
 - **Section 4 – Sketch:** Identify and locate the incident facilities on the sketch provided.
 - **Section 5 – Current Organization:** Create an organizational chart for this incident.
 - **Section 6 – Resource Summary:** Complete column 1 listing the resources ordered. In column 2, identify the resources by position, training level, or type. In column 3, indicate if the resource is on scene or the time it should arrive. In column 4, indicate the location where the resource is or will be assigned.
4. Choose a spokesperson to present your completed ICS Form 201. Be prepared to present your work in 30 minutes.

Unit 4:
Functional Areas and Positions

Visual 4.37

Visual Description: Activity: Using ICS Form 201 (2 of 2)

Instructor Notes

Present the following instructions to the participants:

3. Next, complete the following sections of the ICS Form 201:
 - **Section 4 – Sketch:** Identify and locate the incident facilities on the sketch provided.
 - **Section 5 – Current Organization:** Create an organizational chart for this incident.
 - **Section 6 – Resource Summary:** Complete column 1 listing the resources ordered. (Base this list on the anticipated needs and incident objectives.) In column 2, identify the resources by position, training level, or type. In column 3, indicate if the resource is on scene or the time it should arrive. In column 4, indicate the location where the resource is or will be assigned.
4. Choose a spokesperson to present your completed ICS Form 201. Be prepared to present your work in 30 minutes.

Monitor the time. After 30 minutes, call time.

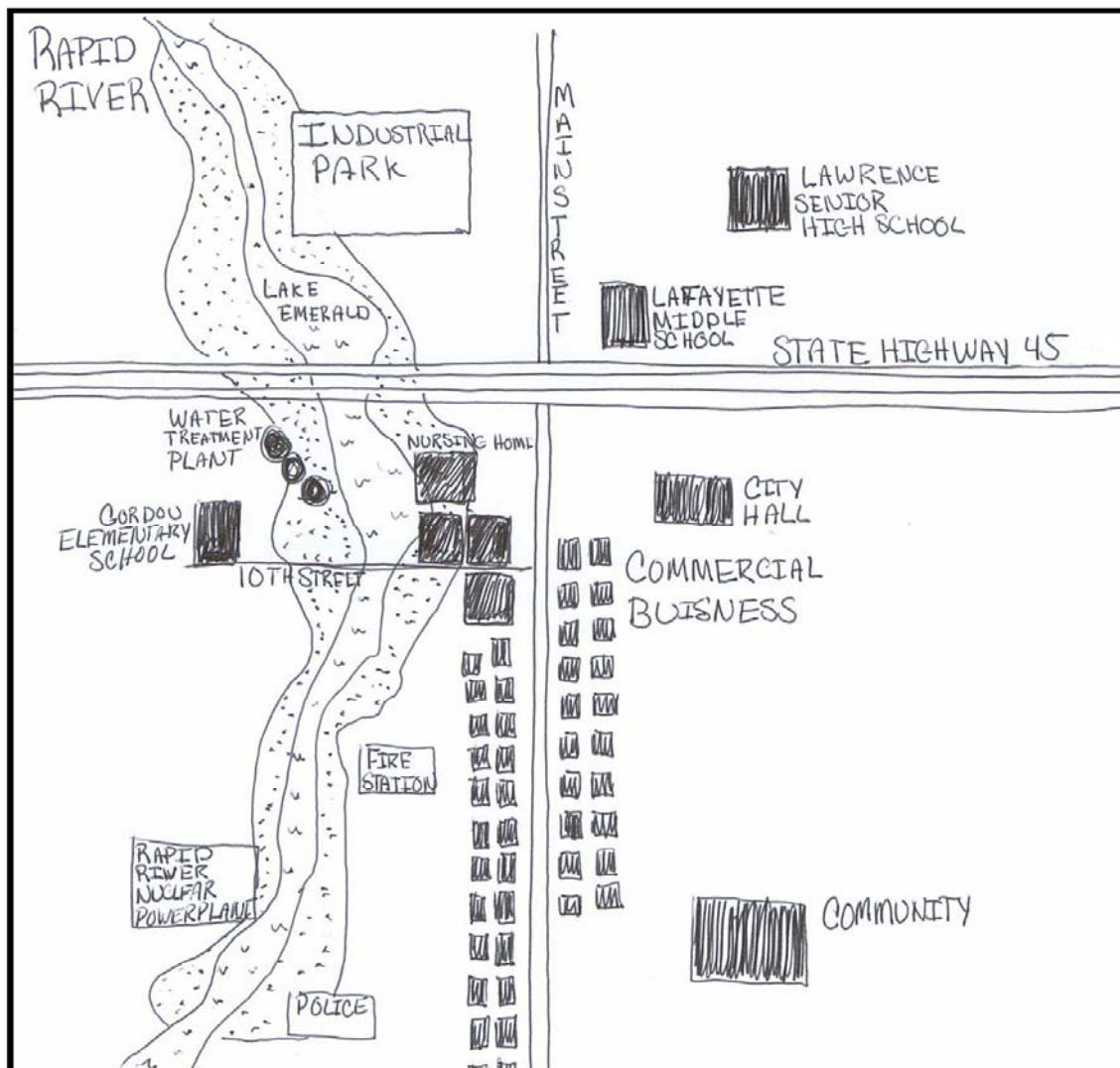
Conduct the activity feedback as follows:

1. Have teams exchange their completed ICS Form 201s.
2. Tell the teams to review the other team's ICS Form 201 and be prepared to provide each other feedback.
3. Facilitate the exchange process.
4. Summarize the main learning points from this activity.

Activity Worksheets

INCIDENT BRIEFING	1. Incident Name <i>EMERALD CITY FLOOD</i>	2. Date <i>3/15/06</i>	3. Time <i>12:30</i>
	4. Map Sketch		

Page 1 of 3

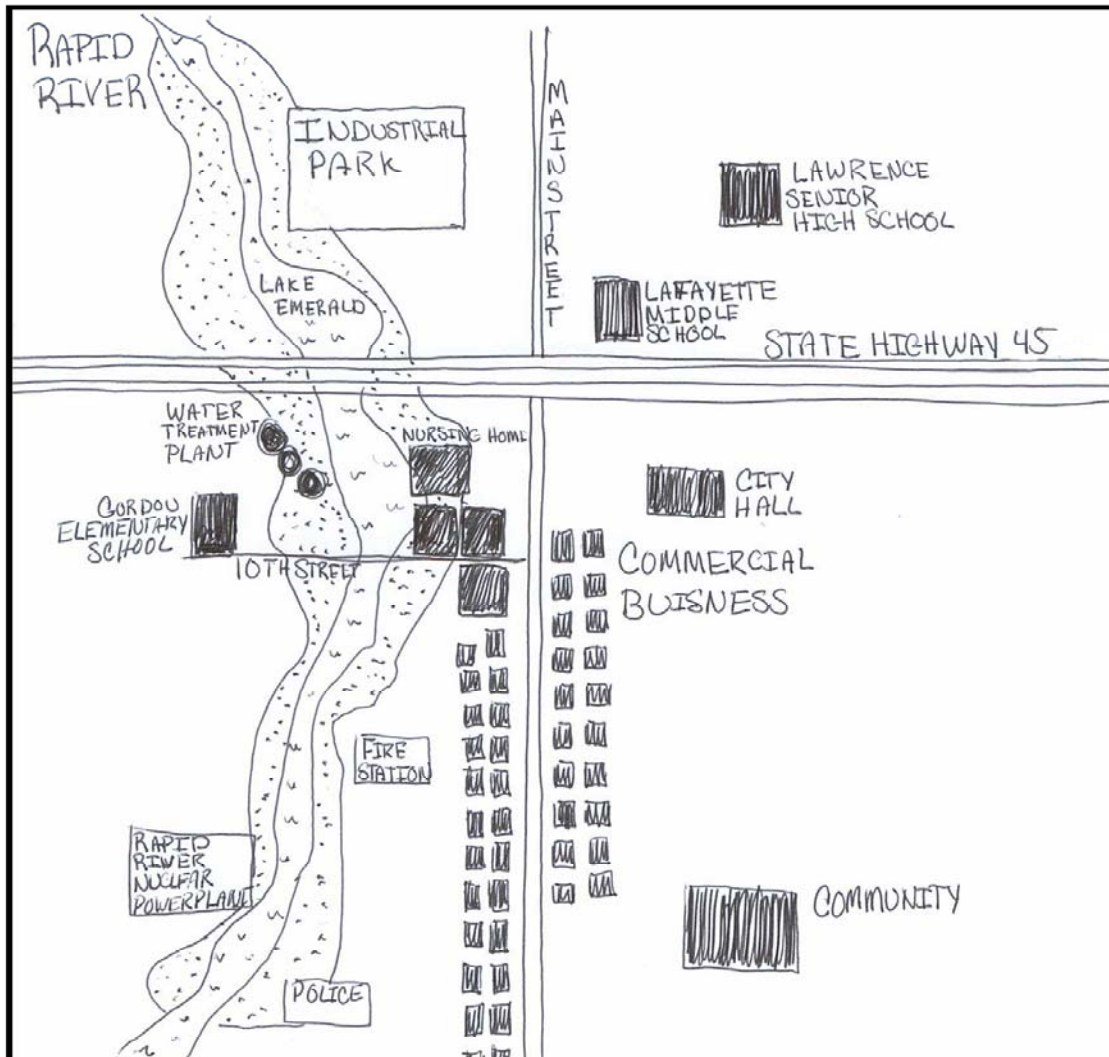


Activity Worksheets**5. Current Organization**

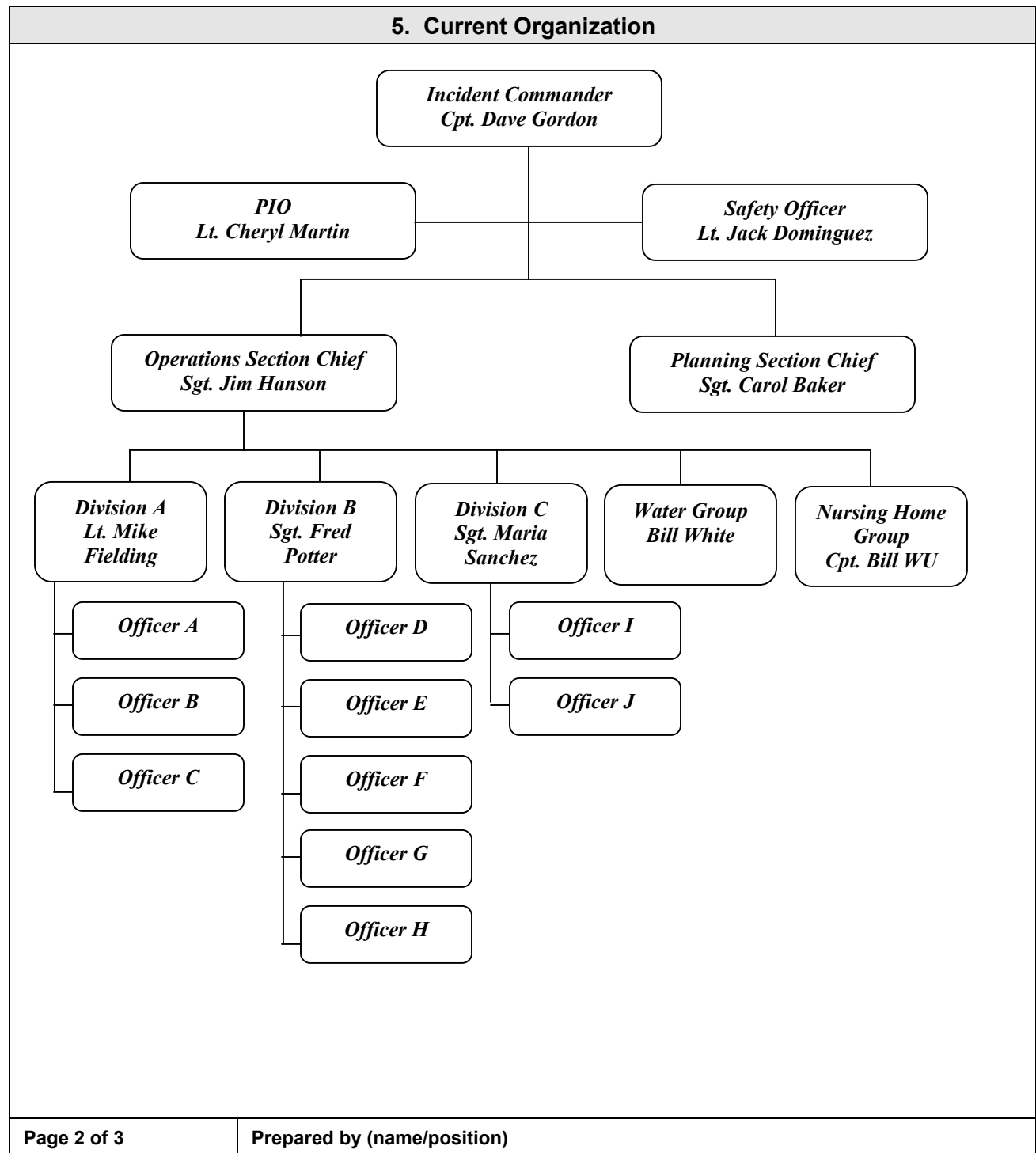
Sample Answers

INCIDENT BRIEFING	1. Incident Name	2. Date	3. Time
	EMERALD CITY FLOOD	3/15/06	12:30
4. Map Sketch			

Page 1 of 3



Sample Answers



Sample Answers

6. Resources Summary				
Resources Ordered	Resource Identification	ETA	On Scene	Location/Assignment
Incident Commander	Captain Gordon EPD		X	ICP-Fire Station
Operations SC	Sgt. Hansen EPD		X	ICP-Fire Station
PIO	Lt. Martin EPD		X	ICP-Fire Station
Division A Sup	Lt. Fielding EPD		X	Division A-Industrial Park
Division B Sup	Sgt. Potter EPD		X	Division B-Nursing Home/Independent Living
Division C Sup	Sgt. Sanchez EPD		X	Division C-Power Plant
Water Group Sup	Bill White EWA		X	Water Treatment Plant
2 Dump trucks		1330		Water Group
2 Front Loaders		1315		Water Group
1 Backhoe		1300		Water Group
Nursing Home Grp. Supervisor	Captain Wu EFS		X	Nursing Home Group evacuation
3 BLS Ambulances	A2, A4, A7	1300		Nursing Home Group evacuation
Safety Officer	Jack Dominguez EFD	1245		Nursing Home Group evacuation
Planning SC	Sgt. Baker		X	ICP-Fire Station
7. Summary of Current Actions				
<p>Status:</p> <p>See map for projected inundation zone and impacted facilities. Flood waters are projected to crest by 1800 3/15.</p> <p>Initial Incident Objectives:</p> <ol style="list-style-type: none"> 1. Ensure safety of responders and public in impact area. 2. Ensure effective public information. 3. Evacuate vulnerable populations and areas of the city that may be cut off by flood waters. 4. Protect buildings and infrastructure from flood waters. <p>Current Actions: Command Post established in parking lot at Fire Station in Tactical Mobile Command Vehicle. Divisions A, B, C assigned to alert and warning in projected inundation zone; estimate completion by 1330. American Red Cross contacted to open shelter at Lafayette Middle School by 1400-briefed on evacuees from Lake Emerald Living Center. Nursing Home and Lake Emerald Independent Living notified to implement evacuation plans not later than 1400. Lake Emerald confirms adequate transportation. City Water Authority notified to protect water treatment plant by 1600. Rapid River Nuclear Power Plant staff notified and implementing flood SOP by 1600. PIO has prepared public service announcement, awaiting approval by City Manager; press conference scheduled for 1330 at City Hall. Emerald City EOC in the process of being activated. County EOC in the process of being activated. Emerald City Hospital notified and prepared to receive Nursing Home evacuees by 1600. Resources ordered to support Water Treatment Plant Group and Nursing Home Evacuation Group. Edison Electric, Commonwealth Gas Co., and City Transit notified.</p> <p>Weather: Current weather pattern continues through midnight, then partial clearing. Highs in the mid 40's, lows in the high 30's. Chance of precipitation 60% through midnight, reducing to 40% after midnight. Expected precipitation next 24 hours .75 inches. Winds from the west 10-15 mph.</p> <p>Safety Message: Avoid skin contact with flood waters. Drive with lights on. Watch for downed power lines in flood vicinity. Carry personal flotation devices. Monitor City radio frequency F2 for safety updates.</p>				
Page 3 of 3				

Topic

Summary



Visual 4.38

Summary

Are you now able to:

- Describe the functions of organizational positions within the Incident Command System (ICS)?
- Identify the ICS tools needed to manage an incident?
- Demonstrate the use of an ICS Form 201, Incident Briefing?

Unit 4:
Functional Areas and Positions

Visual 4.38

Visual Description: Summary

Instructor Notes

Ask the participants if they are now able to:

- Describe the functions of organizational positions within the Incident Command System (ICS).
- Identify the ICS tools needed to manage an incident.
- Demonstrate the use of an ICS Form 201, Incident Briefing.

Next, ask the participants if they have any questions about the content presented in this unit.

Answer any questions. Then explain that the next unit presents information about briefings.

Your Notes